



ERIE COUNTY

REQUEST FOR PROPOSAL (RFP)

To Provide

Services for the Prevention of Alcoholism and

Substance Abuse

RFP #1325VF

July 18, 2013

ELLERY REAVES, COMMISSIONER
DEPARTMENT OF MENTAL HEALTH
EDWARD A. RATH COUNTY OFFICE BUILDING
95 FRANKLIN STREET
BUFFALO, NEW YORK 14202

COUNTY OF ERIE, NEW YORK
REQUEST FOR PROPOSALS (“RFP”)

RFP# 1325VF

TO PROVIDE: Alcoholism and Substance Abuse Prevention Services

I. INTRODUCTION

The County of Erie, New York (the “County”) is currently seeking proposals for the Prevention of Alcoholism and Substance Abuse. Qualified applicants will be those who currently receive NYS Office of Alcoholism and Substance Abuse (OASAS) funds under contract with the Erie County Department of Mental Health (ECDMH) for the prevention of alcoholism and substance abuse within Erie County, NY. Funds awarded as a result of this RFP will replace any and all OASAS funding currently allocated for these alcoholism and substance abuse prevention services under contracts with the ECDMH; all such OASAS prevention funding will be reallocated by the award determinations for this RFP. Upon the effective date for the funding awarded all current OASAS funded prevention contracts will be terminated or amended to reflect the RFP awards.

Successful applicants will substantively satisfy all of the requirements of this RFP. However, certain requirements as noted must be fully satisfied for applicants to be successful.

It is the County's intent to select the Proposal(s) that advance the use of research informed prevention practices systematically managed by scientifically valid impact evaluation processes and data. Organizationally integrated systems of data driven Quality Improvement will be a core element to the selected proposals. Services are to be research based, data driven and, outcome focused. All proposed services and practices selected will be fully in compliance with the most current OASAS Prevention Guidelines (the Guidelines).

PLEASE NOTE: APPLICATIONS THAT ARE NOT 100% COMPLETE AS SPECIFIED WITHIN THIS RFP, EXCEED THE SPECIFIED PAGE LIMITS, DO NOT COMPLY WITH SUBMISSION REQUIREMENTS OR, ARE NOT RECEIVED BY THE SPECIFIED DUE DATE AND TIME WILL NOT BE REVIEWED. ACCORDINGLY, PLEASE READ INSTRUCTIONS CAREFULLY SINCE CRITICAL INFORMATION IN THESE REGARDS MIGHT ONLY BE PRESENTED ONE TIME.

The County reserves the right to amend this RFP. The County reserves the right to reject any or all of the proposals, or any part thereof, submitted in response to this RFP, and reserves the right to waive formalities, if such action is deemed to be in the best interest of the County. The County reserves the right to request additional information from any proposer. The County reserves the right to award negotiated contracts to one or more proposers. Proposals received shall be considered to remain in effect for no less than 6 months and for no more than 18 months from date of receipt.

This RFP is not intended and shall not be construed to commit the County to pay any costs incurred in connection with any proposal or to procure or contract with any firm.

II. PROPOSAL PROCEDURES

A. ANTICIPATED SCHEDULE OF PROPOSAL

The following schedule is for informational purpose only. The County reserves the right to amend this schedule at any time.

Issue RFP:

July 18, 2013

- The RFP and related attachments can be found and download at the Erie County Department of Purchasing website at:
<http://www2.erie.gov/purchasing/index.php?q=requests-proposals-amp-construction-bids>

Emailed Questions Due:

July 24, 2013

- All questions should be emailed to William.Fremgen@erie.gov by **3:00 p.m., July 24, 2013**. Be sure to include “RFP” and the RFP number as the subject line in your email. No individual responses will be sent in response to emailed questions. Responses to these questions will be addressed, emailed to each eligible applicant agency and, posted on the Department of Mental Health website at:
<http://www2.erie.gov/mentalhealth/index.php?q=request-proposals-rfp>

Only emailed questions received by **July 24, 2013 at 3:00 p.m.** will be provided with a written response.

Responses to questions posted on the Erie County

Department of Purchasing website:

Close of business **July 29, 2013**

Proposals Due:

August 26, 2013, by noon

- We recognize that the response timeframe may be a short turn around; respondents are encouraged to begin RFP development prior to the submission of any questions and, prior to all questions being answered.

Awards Announced:

Week of **September 16, 2013**

Initiation of RFP Services/Transitions:

October 16, 2013 or 30 calendar days from date of notification.

B. APPLICATION REQUIREMENTS

1. Each proposal shall be prepared simply and economically avoiding the use of elaborate promotional materials beyond what is sufficient to provide a complete, accurate and reliable presentation. A eleven point Font or larger; standard 8.5 inch by 11 inch paper; single sided; and, margins no smaller than 0.75 inches are to be used for all materials (excepting for the Fonts, margins and paper size used on County provided forms). All documents are to include page numbers.

Proposals are to be packaged and ordered in the following manner:

1. One page transmittal letter or memo on agency letterhead.

2. ECDMH RFP Submission Package Checklist (find in Appendix 1) on the top of entire submission package (after agency transmittal letter).
3. Signed Agency Cover Sheet form (find in Appendix 2). The original must have the original signature of the applicant organization's chief executive. Unsigned proposals will be rejected
4. Signed certification statement on agency letterhead that they are familiar with and the proposals in compliance with the NYS OASAS Prevention Guidelines. No form or format for this is provided with this RFP.
5. Proposal Narratives with applicable budgets and budget narratives: These have various sections with specific instructions and page limits.
6. Other required items as may be specified within this RFP.

NOTE: Page limits do not apply to the additional pages comprised by the required Submission Package Checklist, Agency Cover Sheet and, other required forms, certifications or, statements.

2. One (1) original and five (5) copies shall be submitted in a SEALED package or packages. Proposals are not to be submitted in ring binders. Flat binders are acceptable. Proposals containing more than one program should utilize tabbed dividers separating each distinct program narrative.

“Program” is defined as a single service, program or, a collection of like services or programs that are covered by a single budget or cost center. For example, if an agency plans to propose delivery of both Botvin Life Skills Training and, Project Alert, with one or both of these to be provided in more than one location, these would be proposed as two (2) separate programs, each with their own budget. However, if the different grade level versions of Botvin were being proposed it would be necessary to submit separate Botvin proposals, one for each population group. NOTE: for contracting purposes multiple approved programs will be contracted combined as a “Primary Prevention” or, “Other Prevention” PRU according to OASAS definitions and, as is presently the practice.

Submission of the proposals shall be directed to:

Ellery Reaves, Commissioner
Erie County Department of Mental Health
Erie County Edward A. Rath Building
95 Franklin Street Room 1237
Buffalo, New York, 14202

All proposals must be delivered to the above office on or before August 26, 2013, at noon. Proposals received after the above date and time will NOT be considered. The County is under no obligation to return proposals.

4. NO COMMUNICATIONS OF ANY KIND WILL BE BINDING AGAINST THE COUNTY, EXCEPT FOR THE DEPARTMENT OF MENTAL HEALTH FORMAL RESPONSES TO QUESTIONS, IF ANY, ADDRESSED ON THE WEB.
5. Proposers may be required to give an oral presentation to the County to clarify or elaborate on the written proposal. Those proposers will be notified to arrange specific times.
6. No proposal will be accepted from nor any agreement awarded to any proposer that is in arrears upon any debt or in default of any obligation owed to the County. Additionally, no agreement will be awarded to any proposer that has failed to satisfactorily perform pursuant to any prior agreement with the County.
7. Certified Minority Business Enterprise/Women's Business Enterprise (MBE/WBE) proposers should include the Erie County certification letter with the proposal. Such a letter will not be considered against page limitations. No form is provided with this RFP.
8. If proposer is a Veteran Owned Business, proposer should include letter indicating company is 51% or more Veteran-owned. Such a letter will not be considered against the page limitations. No form is provided with this RFP
9. Additional required with Submission, to be placed at the end of proposal:
 - a) Signed attestation from Board to receive reports related to and, to participate in Quality Improvement (QI) planning efforts for the proposed services (a form is not provided).
 - b) Signed attestation from Board that the agency will participate in and cooperate with the Erie County Department of Mental Health in ongoing System Reform efforts, including but not necessarily limited to intensive data review and analysis, community learning community meetings and, trainings where required. (a form is not provided).
 - c) Disclosure of employees or officers who are currently a county employee or officer, or have been within one year prior to the date of response to this RFP (a form is not provided).
 - d) Proposer Certification (Schedule A – found after last page of RFP, before the Appendices).

C. Evaluation Criteria

All proposals will be rated and ranked based on highest scores. Scores will be determined using the Scoring Tool found in Appendix 3. Final award determinations will be made by the Erie County Department of Mental Health, subject to prior approval by the NYS Office of Alcoholism and Substance Abuse Services.

III. SCOPE OF PROFESSIONAL SERVICES REQUIRED

A. Eligibility

The following Erie County based agencies currently approved by OASAS for the receipt of OASAS Prevention funding are the only eligible applicants:

- a) Erie County Council for the Prevention of Alcoholism and Substance Abuse
- b) Every Person Influences Children
- c) Native American Community Services
- d) Preventionfocus
- e) West Side Community Services
- f) Western New York Against Drug and Alcohol Abuse

B. Funding

1. There is an annual total of \$2,619,000 of OASAS State Aid available for the provision of services outlined in this RFP to be contracted by Erie County through its Department of Mental Health. Various limitations may apply to the use of some of these funds due to funding source constraints or requirements. Pursuant to its review of proposals, the ECDMH reserves the right to award, propose or negotiate an allocation of these funds based on the types of services proposed and the mix of applications received. Specific details and limitations, if any, will be discussed in other applicable sections of this RFP, including in the Budget instructions.

The Department intends to fund one (1) or more agencies under this RFP for all or part of the available \$2,619,000. Funding for January 1, 2013, through the implementation date for services under awards of this RFP and, funding for the RFP award for the remainder of 2013 will be pro-rated. The amounts of these pro-rated funds will be based on the budgets presented with agency proposals and, may be further negotiated with awardees.

2. NYS OASAS funds are currently allocated in Erie County by the State for Prevention services to one or two program codes or PRU's; most eligible applicant agencies currently have one such program code or PRU. OASAS funds will continue to be contracted in this manner.

The Department's review and associated award determinations under this RFP will be made against individual Program proposals, each with its own distinct budget or cost center. A Program may be a single program or service or, a group of like programs or services. In other words, except for applications to fund just one program or service, applicants are expected to submit a separate, complete Program proposal for each program proposed; an applicant should not submit a single program proposal that encompasses multiple proposed programs or services.

C. Core Requirements

Lack of compliance with these requirements may lead to a particular proposal or agency being outright rejected regardless of other merits.

1. NYS OASAS Prevention Guidelines: Applicant agencies are responsible for being completely familiar with the NYS OASAS Prevention Guidelines (Guidelines) and, for assuring that their program proposals are fully consistent with the requirements

therein. The Department will be including consideration of these Guidelines its own review of proposals accepted.

However, any proposal elements that are in direct contradiction to OASAS requirements and that might not be initially identified in the Department's review could expose the applicant to proposal rejection or requested modification when OASAS reviews the Department's recommended funding awards.

It is the Department's intent to attempt resolution any minor discrepancies from the Guidelines in cooperation with the applicant rather than use as the sole basis for rejecting all or part of a proposal.

Please note that certain expectations and criteria within the RFP may be more prescriptive or stringent than those specified by the Guidelines. This is consistent with the rights and responsibilities of Counties.

Applicants will be expected to submit with their proposal package a signed certification statement on agency letterhead that they are familiar with and the proposals in compliance with the NYS OASAS Prevention Guidelines. No form or format for this is provided with this RFP.

Applicants are to be advised that final award determinations may require agency submission of PARIS Workplan revisions.

2. Research Informed Practices: One area where this RFP has more stringent or defined expectations than the Guidelines relates to the portion of an agency's funded services that are Evidence Based Practices (EBPs) or, Model Programs as defined by OASAS and, those that are Research Informed Practices (RIP) that do not fit the OASAS EBP definition. Moreover, this RFP defines certain limits on the proportion of Environmental Strategies to be supported. These proportions are based on the percentage direct service FTE's allocated to the programs.
 - a. Prevention EBPs are defined by OASAS as including "multi-component model programs, educational programs, early interventions and, environmental strategies." The Guidelines then further define these types of EBP's. Moreover, the Guidelines specify that the 2013 EBP minimum standard is forty-five percent (45%) increasing five percent (5%) per year until it reaches 70%. This RFP requires that the combined program proposals submitted by an agency reflect the 2014 standard of fifty percent (50%), using the OASAS Guidelines definition of EBPs.
 - b. This RFP defines "Research Informed Practices" more broadly than OASAS defines EBPs. For this RFP "Research Informed Practices" includes EBPs as defined by OASAS and, includes chemical dependency prevention programs found on SAMHSA's National Registry of Evidence Based Programs and Practices (NREPP), to be found at <http://www.nrepp.samhsa.gov/>. It also includes other curriculum based prevention programs for which the agency can demonstrate as being based on applicable research literature for prevention of chemical abuse and dependency for the population being served and, for which it can provide evidence of the program's effectiveness. Please

note that RIP's as broadly defined above cannot be used toward meeting the OASAS EBP requirements.

This RFP expects that in addition to the OASAS EBP fifty percent (50%) requirement described in 2.a. above, the totality of an applicant's proposed prevention programs will reflect an additional twenty percent (20%) that are Research Informed Practices.

- c. This RFP further requires that an applicant's proposed total percentage of Environmental Strategies cannot exceed approximately half (50%) of programs and services proposed. Like the other service percentage requirements this is to be based upon the percentage of direct service FTE's allocated to the proposed programs and services.
3. Environmental Strategies: Applicants should be reminded that Environmental Strategies that will be used towards satisfying the OASAS EBPs standard must meet the definition specified in the Guidelines. Proposals for Environmental Strategies must demonstrate how these requirements are to be met. Proposals for other environmental strategies, i.e., those in addition to those used for satisfying OASAS requirements, will include a clear justification that also supports deviating from the OASAS requirements.
4. Other Program Requirements:
 - a. Proposals for school-based prevention must demonstrate that the program is a part of a school-wide assessment and coordination process, regardless of whether conducted by the applicant or, some other entity or stakeholder. This process should result or have resulted in a plan or strategy such that the services being proposed are consistent with this plan or strategy. Moreover, the proposal must cite how this assessment and coordination process assures that the services being provided are minimally not a duplication of service. Ideally, it would also show that there is an implementation or coordination team in the school of which key administrators and faculty and, all outside providers are a part and, provides a context for coordinating such services in an ongoing and periodic manner.
 - b. It is preferred that school-based services are vertically integrated within a school system such that there is integration or coordination of prevention services as a student progress from elementary through high school. Where this is the case it should be clearly stated within the proposal. This integration does not have to be provided by a single agency.
 - c. For school based programs or services, proposals should speak to having the requisite access to the students. If the access cannot be known the proposal should identify the Agency's plan for gaining this access and, provide evidence of its likelihood of success to greatest extent feasible.
 - d. Where relevant, all services must be shown to be culturally appropriate and competent.

- e. Collaboration among providers is encouraged where it can be beneficial to the population served and/or, beneficial to the cost/effectiveness of programs and services delivered.

D. Priority Target Populations

It must be noted that OASAS requires that its funding is for ages 5 – 20 (except for BASICS), not for adults unless as impactors on youth (parents, caregivers, other professionals, community members, etc.). High risk individuals who are older than 20 would be more typically considered as targets for environmental strategies. However, an exception could be made for college students if the proposed program meets all other related criteria delineated within this RFP.

The priority for the populations to be served as a result of this RFP will be those persons living within Erie County, New York who are determined to be at the highest risk for chemical abuse or dependency. While all youth and certain other specific populations are considered to be at risk, limited resources dictate that priority be given to those populations at the highest risk. Having multiple risk factors is most often a characteristic of a high risk, high priority population.

Limited resources also make it possible that not all high risk populations will be reached by Indicated, Selected and, intensive or ongoing Universal prevention. Accordingly, an emphasis area will be to achieve the broadest geographic coverage feasible with environmental strategies as viewed across all proposals. The Department recognizes that limited resources may also dictate it infeasible to fully cover the entire County with environmental strategies by the combined impact of approved proposals. Px20 has shown itself to be an excellent venue for coordinating this.

Proposals must demonstrate that the population/s to be served are at highest risk and highest priority or, are filling high priority gaps in the delivery of environmental strategies.

To assist in determining the priorities for this RFP the Department conducted a focus group comprised of the eligible prevention providers. It also reviewed under the Px20 venue the Gaps Analysis prepared for the Department by the Center for Health and Social Research of SUNY Buffalo State.

Geographic-based priorities are those areas of the County that are shown through the previously referenced Gaps and Barriers Analysis to be high risk / high need.

Prevention interventions to be provided for high risk youth in school settings should be targeted as follows:

K and Elementary:

- Universal social/emotional skill development
- Universal; selected as needed for highest risk youth

Middle School:

- CD specific – mostly Universal
- Selected and, Indicated as needed for highest risk youth

- Some small Environmental,
- Mandatory Parent Awareness Forums

High School:

- Selected and, Indicated as needed
- Small Environmental – e.g., policies; norms; enforcement; parent awareness

College:

- Environmental prevention
- EBP Selected and Indicated as needed

Priority populations that are not geographic or school based (in no particular order) include:

- Youth becoming involved with Family Court or, Juvenile Justice
- Individuals 50 years old and above who may be at high risk for prescription drug abuse or, others for whom identified risk and protective factor data shows to be at high risk. Considered to be a target for Environmental Strategies.
- Children of substance abusers (COSA; COA)
- Pregnant or parenting teens
- Women near or at child-bearing age (for prevention of Fetal Alcohol Spectrum Disorders (FASD))
- Others for whom high risk status is clearly documented by risk and protective factor data.

Proposals must target the above referenced priority populations or, populations for which clear data and information is presented that supports the selection of the population as being at high risk for chemical abuse or dependency.

If a proposed program or service targets a geographic area of the County for which the Appendix 4 - Erie County Prevention Gaps and Barriers Analysis does not show a current gap then the applicant must clearly demonstrate through the use of risk data and information that the proposed population or area is currently at high risk. Arguments will be considered for a target area that would become very high risk if the proposed programs or services were not to be approved such as, in the case where an applicant has current programs or services in that area. However, a proposed expansion of services to areas shown in the Gaps and Barriers Analysis to currently be receiving more than five (5) programs is less likely to be rated favorably.

E. Program Performance Measures

Similar to the Department's prevention contracting requirements of the past two years this RFP presents a restricted menu of program outcomes according to category, e.g., Universal or, type of service e.g., Environmental, from which applicants much select the

proposed contract outcomes for each program or service proposed. This is a new menu and, it is these for which approved proposals the County and the Agency will contract and, which will be tracked in the Department's Performance and Contract Management System (PCMS). No other outcomes will be considered. Presentation of outcomes other than those contained on the menu could result in that program proposal being rejected without further consideration.

Many outcomes on the menu will be accompanied by a restricted sub-list of measures or indicators. These measures or indicators are those that must be used for evaluating and calculating the achievement of the selected outcomes. These measures or indicators will not be tracked in PCMS.

Measures or indicators not on the menu cannot be used for determining achievement of the associated outcomes. However, Agencies certainly can track other outcomes, measures or indicators for internal or management purposes; these should not be identified within the proposal and, will not be tracked within PCMS.

Going beyond past practice, the Department through this RFP is prescribing specific scales or pre-/post- survey items that must be used for determining achievement of the associated measures or indicators. No other scales or survey instruments can be used for determining the achievement of the required measures or outcomes.

When program evaluation involves the use of the required scales in a pre-/post- format these must be used in a manner or process to obtain matched samples. Moreover, achievement data reported in PCMS when reflecting improvement will be understood as statistically significant unless otherwise noted. This means that statistical significance must be calculated for all such scoring and reporting.

Instructions are provided for how to calculate the outcomes values from the pre-/post scale scores produced for the measures or indicators. The menu of required outcomes and associated measures and indicators with prescribed pre-/post- test scales where applicable is also provided. These are both attached as Appendix 5.

F. Program Evaluation, Quality Management and, Quality Improvement

Each applicant is expected to have a thorough and effective program evaluation and, quality management and improvement capacity. Program Evaluation can be provided by a competent evaluation specialist who is an employee of or consultant to the agency. It should be a primary if not exclusive focus of his or her duties and responsibilities for the agency. The methods employed must produce accurate and valid data, information and, analysis, including calculation of statistical significance.

A caveat here for those agencies whose requested funds are too low to be able to afford an employee or consultant evaluator or, if funding awards result in a level of funding that jeopardizes an applicant's capacity to afford an evaluator, the Department will work with such applicants to determine how to best achieve the required evaluation and QI capabilities.

Applicants will be expected to include in their proposal package a narrative that describes its Program Evaluation capacity and procedures. It must provide details describing how

the data and information is used to manage program performance and quality improvement. Data obtained using pre- and post- scales must use matched samples. Calculation of statistical significance must be routine for all performance data. The narrative should describe its methods for assuring that the administration of any evaluation instruments is standardized and, optimizes inter-rater reliability. Methods for assuring program fidelity must be provided in sufficient detail.

Most important here is demonstrating how good data and information is used for quality management and improvement.

Successful applicants will be expected to submit for review and approval an updated Quality Improvement Plan (QIP) for the associated contract amendment. This will utilize the Department's current standard QIP format. Consistent with current practice the QIP and associated agency QI process will support regular performance evaluation against the identified performance outcomes and measures. Agencies must employ practices of sound quality improvement planning pertaining to the QIP that should be reviewed and analyzed at regular intervals with interventions quickly implemented and reviewed for the extent of intended impact.

It is the expectation that all RFP recipients will have the ability, commitment and contractual obligation to rigorously evaluate their performance against the performance measures delineated within this RFP. Proposals must clearly demonstrate the applicant's capacity to perform such evaluation in a manner that optimizes data accuracy and validity. Evaluation unique to a particular component should be detailed within the proposal for that component. Evaluation tools, activities and, processes that all programs have in common and, those that integrate data driven management at the Agency level should be described within the narrative for Evaluation, Quality Management and, Quality Improvement narrative for the Agency rather than within any specific program's evaluation narrative.

G. Standard Data Records and Reporting

Quarterly reporting against the agreed upon Performance Measures, other data and ongoing QIP will be required. Performance measure attainment data with additional standard data elements must be reported quarterly. Additional data to be kept/tracked by agency but not routinely reported may also be specified. Successful applicants should expect site visits by the Department to review such efforts.

In addition to the specific data to be reported that is unique to each program, the following common data set must also be kept by the successful applicants and therefore clearly described within proposals. As indicated, some but not all of these will be routinely reported to the Department:

- Participant gender, age or grade level and, ethnicity;
- All performance measures will be reported on a quarterly basis for the total customer population, which includes a running year-to-date total and the number served in each specific quarter;
- Records will need to be clearly accessible and discernible to the Department and to OASAS in the likely event of a site visit/audit;

- The successful applicant(s) will meet with the Department and other service providers as a learning community to routinely discuss lessons learned and intervention strategies to improve system and consumer outcomes. There may be an expectation to provide related training.

H. Program Identification and Budgeting

NYS OASAS currently provides funding for Prevention services for four (4) program codes. Of these four codes it is expected that funding under this RFP will fall under two (2) of these codes as the current OASAS prevention funding in Erie County does. These two codes are:

5520 Primary Prevention Services

5550 Other Prevention Services

Applicants not familiar with these should refer to the OASAS definitions. Proposals should clearly identify which of these two codes are applicable to each individual program proposed.

Applicants are to develop individual program proposal narratives and budgets using the formats specified under the Application Instructions (Section IV). This means that although most or all proposed services might fall under one OASAS program code, each program and associated budget proposed will be considered as an individual, stand-alone program for the purposes of funding award determination.

It is expected that proposals will not typically group multiple programs and services as a single program proposal with a single budget. Grouping programs in this manner exposes the applicant to the risk of a low rating for one of the component programs thereby potentially jeopardizing funding to the other programs in the grouping that might otherwise be strong proposals. Conversely, applicants are discouraged from excessive separation of programs that would result in many small individual programs. An example of this might be a target population for whom multiple relatively small service approaches are utilized. In this case it might be better to give a single program name and proposal for this grouping of programs, especially if they could be considered to be a component of a larger program. A provider could lose points if the Department finds it necessary to group individual programs that have much in common, especially target population and common performance measures.

I. Transition Plan

When applicants' proposals would result in a change of programs or services currently provided related transition plan narrative will be required. This would include identification of any currently funded programs to be terminated or replaced. This narrative must include information detailing such issues as program implementation parameters, staffing, budget impact and, procedures for notifying affected schools and/or participants. It must also identify any related specific start-up parameters if applicable.

J. Contracting and Implementation

Upon receiving notification of award determinations agencies are expected to be prepared to begin immediate transition implementation and contract amendment negotiation. Unless otherwise specified by or negotiated with the Department, program

implementation or discontinuation must begin within 30 days of award notification. Implementation should not be held up by delays typically associated with the contract amendment process.

Subsequent to communication of award notifications, instructions will be provided for submission of contract amendments. This will include one (1) completed Quality Improvement Plan (QIP) as a revision to the agency's currently approved QIP. This means that the agency would retain the two (2) required QI outcome areas (fiscal stability; disproportionate minority share), the current ones of which at its option, could be revised and, it would include two (2) QIP outcomes pertinent to one or more of the services being proposed. These may or may not be a revision or replacement of the current non-required QI outcomes although are to be related to successful implementation and management of programs or services being proposed.

IV. Application Instructions

Applicants must complete the documents requested, some of which may be provided by the Erie County Department of Mental Health for each program for which they seek funding. Applicants may download various RFP and application documents by going to the Purchasing Department's website: <http://www2.erie.gov/purchasing/index.php?q=requests-proposals-amp-construction-bids>

Please note that ECDMH will not review material that exceeds any specific page limits.

The Department of Mental Health identified the following overarching considerations and requirements for developing this RFP. Applicants are expected to clearly articulate adherence to and implementation of these whether or not separately requested within the remainder of this RFP.

- Agency and program operations and quality improvement efforts are to be attentive to and focused on reducing existing disparities in behavioral healthcare outcomes across diverse populations; and,
- Performance measures will be reported in PCMS on a quarterly basis.

Performance Measures / Outcomes must be selected from the menu described above in Section III.E and to be found in the separate Appendix 5 document that will be posted on the Department of Purchasing website at: <http://www2.erie.gov/purchasing/index.php?q=requests-proposals-amp-construction-bids> No other measures or outcomes will be allowed. Presenting measures or outcomes not specified on the menu will jeopardize further review of the proposal for that program.

To the extent feasible, please order your narrative content and the other proposal materials consistent with these Application Instructions. If the ordering contradicts submission ordering directions in other sections of this RFP there will no penalty for any resultant document ordering discrepancies in your submission.

Agency Cover Sheet (found in Appendix 1)

Agency level narrative: (125 points)

Program Evaluation and Quality Management:

Describe the particulars of your agency's program of performance evaluation, quality management and, quality improvement in detail. Describe in detail any your data collection and analysis methodology in detail. Include your model (pre-post, experimental/comparison, etc.) and statistics utilized (T-test, ANOVA, etc.). If matched pre-/post- data, please describe how you are matching the participants.

Please also include: How is data used to determine program effect. How is it used to improve programs? How is it used to inform trainings and report against contracted outcomes? Describe your methods for assuring fidelity to programs' model. Provide specific examples of how performance improvement has been effected.

Please include the position titles involved and their directly related responsibilities. Identify the FTE allocation to this for each position. Indicate whether an employee, outside consultant or, any other status.

Target Populations:

Present needs assessment data and information for the populations that will be served. Which specific populations in need will you be targeting with the programs in your proposal (school districts, zip codes, etc.)? Use quantitative and qualitative data sources (cite sources) to describe each of your stated populations. Focus on risk and protective factors, as well as use rates, etc. to justify these populations as targets. For each population (please list), describe the target populations within (age groups, grades, etc.). Where possible, use data (cite sources) to describe each specific target population and the specific needs of these groups, as well as any examples of success with the population.

This narrative section must also address any other requirements specified in the related preceding sections of this RFP, particularly Section III that may not be limited to a specific program but instead apply to all programs.

The Agency Level narrative should be limited to a total of ~~8 pages~~ 12 pages.

Program Level Narratives (91 Points per program proposal):

For each program being proposed, please present the following information in the specified order. If, for example, an applicant proposing three (3) separate programs there would likely be three (3) complete and separate program level narratives. This narrative section must also address any other requirements specified in the related preceding sections of this RFP, particularly Section III that apply only to the specific program/s being proposed.

Each complete program narrative, excepting for the budget and budget narrative, should not exceed 6 pages, excluding Budget and Budget Narrative.

1. Program

Program name.

2. Target Populations

From the target populations presented in the Agency Level narrative section, list the population/s to be served by this program. Indicate the number of projected participants within each Target Population.

3. Programs and Services

For each program or service that you are proposing to provide, please indicate the following:

- a. General description of the program and how implemented. If an Environmental Strategy it should be clearly identified as such. Whether an Universal, a Selected or, an Indicated program should be clearly identified. Include the Setting (location/s) and Duration (sessions, session length, etc.) as applicable.*
- b. Target groups for which the program was originally designed, as applicable.*
- c. If not an Environmental Strategy, indicate if approved as an evidence-based practice by the OASAS Prevention REPS. If an evidence-based practice listed on SAMHSA's NREPP, identify it as such and provide the NREPP Quality of Research scores. If a NYS Promising Practice, identify accordingly. For Research-Informed programs, reference the evidenced-based practice or research literature on which these are based. Summarize any agency initiated modifications with a brief explanation or justification for these and, indicate if and how the program's author was consulted and cooperative in making these modifications.*
- d. If an Environmental Strategy and complies with the OASAS Prevention Guidelines briefly explain the fit with the requirements of the Guidelines. If not in compliance with the Guidelines explain how this strategy was chosen and/or selected.*
- e. Indicate the past two years' evaluation results for the program. Use actual data. If the program has not been used by your organization in the past, please cite other studies that provide evidence for the program. **IF** an Environmental Strategy and **IF** no performance data is available please provide clear information as to the basis for expecting it to be effective.*

4. Performance Measures

For each program or service that you are proposing to deliver under the program auspice identified for the program in Item 1. For each program, list at least two (2) performance measures and no more than five (5). Programs that can only select one (1) performance measure should include a brief explanation. Select the measure or measures from the previously described menu of measures (Refer to Appendix 5).

5. Data Collection/Program Evaluation

This section only applies to those programs for which there is different or additional procedures as compared to your agency level narrative.

For each program to which this applies, describe in detail any your data collection and analysis methodology in detail. Include your model (pre-post, experimental/comparison, etc.) and statistics utilized (T-test, ANOVA, etc.). For pre-/post- matched data, please describe how you are matching the participants. Also, describe how you are measuring each program. Include scale names, psychometrics, etc. Description of Fidelity management unique to the program/s should also be included. If available, please provide a specific example of how data has been used to improve this program's performance.

6. Collaborations

If applicable, explain how you collaborate with other agencies/entities for this program. Be specific with regard to division of responsibilities, as applicable. Briefly explain the reason or benefit of this collaboration.

7. Budget & Budget Narrative

Please complete a single cost center budget for this program. Utilize the Excel Budget format referenced as Appendix 6 and, found at:

<http://www2.erie.gov/purchasing/index.php?q=requests-proposals-amp-construction-bids> . This will be comprised of two (2) or three (3) budgets for each proposed program, each on a separate single tab:

- a) If the proposed program is currently receiving OASAS funds through a contract with the Department please provide a budget for that program for the period of January 1, 2013, through October 15, 2013.*
- b) Budget for the period October 16, 2013, through December 31, 2013.*
- c) Twelve month budget for the period January 1, 2014, through December 31, 2014.*

Provide a brief budget narrative. Minimally, the narrative should list and justify the staffing for this program and, any exceptional or unusual items. The budget narrative should not exceed 2 pages.

Agency Budget and Narrative (30 points)

The Excel budget document (Appendix 6) contains program budget tabs for up to 10 programs plus a tab for Agency Totals. The Agency Totals budget on that tab has 10 program budget columns for entry of the 1/1/14 – 12/31/14 budget for each proposed program. The name of each proposed program should be entered where indicated at the top of each budget column utilized. A number of fields in the Program columns auto-calculate as well as all the values in the Agency Totals budget column.

PLEASE NOTE:

Six copies of each worksheet tab completed should be printed for inclusion with each of your six proposal packages to be submitted. Also, the completed Excel file should be emailed to Mr. William Fremgen.

ANY PROBLEMS OR QUESTIONS ASSOCIATED WITH USING THE EXCEL BUDGET FILE SHOULD BE DIRECTED TO:

Mr. William Fremgen
William.Fremgen@erie.gov
or
716-858-7752

Provide a budget narrative including for the Agency Administration budget. Include your determination of the OASAS EBP percentage, your total percentage of Research Informed practices of your proposal and, total percentage of all environmental strategies, showing how you calculated. These should be based on the total number of direct service FTE's to these programs. ***The agency level budget narrative itself should not exceed 2 pages.***

Include at the end of your Agency Budget Narrative your transition plan/s for any programs that are being discontinued, downsized or, expanded. The transition plan should clearly specify the timeline for its implementation. ***The Transition Plans portion of the narrative should not exceed 2 pages.***

Please note that funding award determinations will be provided with at least a thirty (30) day notification.

It must be noted that existing OASAS review, approval and, reporting requirements continue to apply.

Exhibits, appendices, attachments and other documents that are not specified as required are not allowed and will be discarded without acknowledgement. Please do not include copies of research, annual reports, or other unrequested supporting material.

V. STATEMENT OF RIGHTS

UNDERSTANDINGS

Please take notice, by submission of a proposal in response to this request for proposals, the proposer agrees to and understands:

- that any proposal, attachments, additional information, etc., submitted pursuant to this Request for Proposals constitute merely a suggestion to negotiate with the County of Erie and is not a bid under Section 103 of the New York State General Municipal Law;
- submission of a proposal, attachments, and additional information shall not entitle the proposer to enter into an agreement with the County of Erie for the required services;
- by submitting a proposal, the proposer agrees and understands that the County of Erie is not obligated to respond to the proposal, nor is it legally bound in any manner whatsoever by submission of same;
- that any and all counter-proposals, negotiations or any communications received by a proposing entity, its officers, employees or agents from the County, its elected officials, officers, employees or agents, shall not be binding against the County of Erie, its elected officials, officers, employees or agents unless and until a formal written agreement for the services sought by this RFP is duly executed by both parties and approved by the Erie County Legislature, the Erie County Fiscal Stability Authority, and the Office of the Erie County Attorney.

In addition to the foregoing, by submitting a proposal, the proposer also understands and agrees that the County of Erie reserves the right, and may at its sole discretion exercise, the following rights and options with respect to this Request for Proposals:

- To reject any or all proposals;
- To issue amendments to this RFP;
- To issue additional solicitations for proposals
- To waive any irregularities in proposals received after notification to proposers affected;
- To select any proposal as the basis for negotiations of a contract, and to negotiate with one or more of the proposers for amendments or other modifications to their proposals;
- To conduct investigations with respect to the qualifications of each proposer;
- To exercise its discretion and apply its judgment with respect to any aspect of this RFP, the evaluation of proposals, and the negotiations and award of any contract;
- To enter into an agreement for only portions (or not to enter into an agreement for any) of the services contemplated by the proposals with one or more of the proposers;
- To select the proposal that best satisfies the interests of the County and not necessarily on the basis of price or any other single factor;
- To interview the proposer(s);
- To request or obtain additional information the County deems necessary to determine the ability of the proposer;

- To modify dates;
- All proposals prepared in response to this RFP are at the sole expense of the proposer, and with the express understanding that there will be no claim, whatsoever, for reimbursement from the County for the expenses of preparation. The County assumes no responsibility or liability of any kind for costs incurred in the preparation or submission of any proposal;
- While this is a RFP and not a bid, the County reserves the right to apply the case law under General Municipal Law § 103 regarding bidder responsibility in determining whether a proposer is a responsible vendor for the purpose of this RFP process;
- The County is not responsible for any internal or external delivery delays which may cause any proposal to arrive beyond the stated deadline. To be considered, proposals **MUST** arrive at the place specified herein and be time stamped prior to the deadline

EVALUATION

The following criteria, not necessarily listed in order of importance, will be used to review the proposals. The County reserves the right to weigh its evaluation criteria in any manner it deems appropriate:

- Proposer's demonstrated capability to provide the services.
- Evaluation of the professional qualifications, background and resume(s) of individuals involved in providing services.
- Proposer's experience to perform the proposed services.
- Proposer's financial ability to provide the services.
- Evaluation of the proposed cost/s. It should be noted that while cost is not the only consideration, it is an important one.
- A determination that the proposer has submitted a complete and responsive proposal as required by this RFP.
- An evaluation of the proposer's projected approach and plans to meet the requirements of this RFP.
- The proposer's presentation at and the overall results of any interview conducted with the proposer.
- Proposers **MUST** sign the Proposal Certification attached hereto as Schedule "A".
Proposals that are missing required signatures will be rejected.
- Proposers may be required to give an oral presentation to the County to clarify or elaborate on the written proposal.
- No proposal will be accepted from nor any agreement awarded to any proposer that is in arrears upon any debt or in default of any obligation owed to the County. Additionally, no agreement will be awarded to any proposer that has failed to satisfactorily perform pursuant to any prior agreement with the County.

CONTRACT

After selection of the successful proposer, a formal written contract will be prepared by the County of Erie and will not be binding until signed by both parties and, if necessary, approved by the Erie County Legislature, the Erie County Fiscal Stability Authority and the Office of the County Attorney. **NO RIGHTS SHALL ACCRUE TO ANY PROPOSER BY THE FACT THAT A PROPOSAL HAS BEEN SELECTED BY THE COUNTY FOR SUBMISSION TO THE ERIE COUNTY LEGISLATURE AND/OR THE ERIE COUNTY FISCAL STABILITY AUTHORITY FOR APPROVAL. THE APPROVAL OF SAID LEGISLATURE AND/OR AUTHORITY MAY BE NECESSARY BEFORE A VALID AND BINDING CONTRACT MAY BE EXECUTED BY THE COUNTY.**

The term of the contract shall be for a one (1) year period commencing January 1, 2013, (or less than one year commencing after January 1, 2013, if necessitated by an delays associated with the RFP and contracting processes), and terminating December 31, 2013. The County, in its sole discretion may extend the agreement beyond its initial term for up to an additional year at one-year periods at the same prices and conditions unless otherwise negotiated.

INDEMNIFICATION AND INSURANCE

The proposer accepts and agrees that language in substantially the following form will be included in the contract between the proposer and the County:

“In addition to, and not in limitation of the insurance requirements contained herein the Agency agrees:

- (a) that except for the amount, if any, of damage contributed to, caused by or resulting from the negligence of the County, the Agency shall indemnify and hold harmless the County, its officers, employees and agents from and against any and all liability, damage, claims, demands, costs, judgments, fees, attorneys' fees or loss arising directly or indirectly out of the acts or omissions hereunder by the Agency or third parties under the direction or control of the Agency; and
- (b) to provide defense for and defend, at its sole expense, any and all claims, demands or causes of action directly or indirectly arising out of this Agreement and to bear all other costs and expenses related thereto.

Upon execution of any contract between the proposer and the County, the proposer will be required to provide proof of the insurance coverage referenced in Schedule “B”.

Insurance coverage in amount and form shall not be deemed acceptable until approved by the County Attorney.

INTELLECTUAL PROPERTY RIGHTS

The proposer accepts and agrees that language in substantially the following form will be included in the contract between the proposer and the County:

All deliverables created under this Agreement are to be considered “works made for hire”. If any of the deliverables do not qualify as “works made for hire”, the Agency hereby assigns to the County all right, title and interest (including ownership of copyright) in such deliverables and such assignment allows the County to obtain in its name copyrights, registrations and similar protections

which may be available. The Agency agrees to assist the County, if required, in perfecting these rights. The Agency shall provide the County with at least one copy of each deliverable.

The Agency agrees to indemnify and hold harmless the County for all damages, liabilities, losses and expenses arising out of any claim that a deliverable infringes upon an intellectual property right of a third party. If such a claim is made, or appears likely to be made, the Agency agrees to enable the County's continued use of the deliverable, or to modify or replace it. If the County determines that none of these alternatives is reasonably available, the deliverable will be returned.

All records compiled by the Agency in completing the work described in this Agreement, including but not limited to written reports, source codes, studies, drawings, blueprints, negatives of photographs, computer printouts, graphs, charts, plans, specifications and all other similar recorded data, shall become and remain the property of the County. The Agency may retain copies of such records for its own use.]

NON-COLLUSION

The proposer, by signing the proposal, does hereby warrant and represent that any ensuing agreement has not been solicited, secured or prepared directly or indirectly, in a manner contrary to the laws of the State of New York and the County of Erie, and that said laws have not been violated and shall not be violated as they relate to the procurement or the performance of the agreement by any conduct, including the paying or the giving of any fee, commission, compensation, gift, gratuity or consideration of any kind, directly or indirectly, to any County employee, officer or official.

CONFLICT OF INTEREST

All proposers must disclose with their proposals the name of any officer, director or agent who is also an employee of the County of Erie. Further, all proposers must disclose the name of any County employee who owns, directly or indirectly, an interest of ten percent or more in the firm or any of its subsidiaries or affiliates.

There shall be no conflicts in existence during the term of any contract with the County. The existence of a conflict shall be grounds for termination of a contract.

COMPLIANCE WITH LAWS

By submitting a proposal, the proposer represents and warrants that it is familiar with all federal, state and local laws and regulations and will conform to said laws and regulations. The preparation of proposals, selection of proposers and the award of contracts are subject to provisions of all Federal, State and County laws, rules and regulations.

CONTENTS OF PROPOSAL

The New York State Freedom of Information Law as set forth in Public Officers Law, Article 6, Sections 84 et seq., mandates public access to government records. However, proposals submitted in response to this RFP may contain technical, financial background or other data, public disclosure of which could cause substantial injury to the proposer's competitive position or

constitute a trade secret. Proposers who have a good faith belief that information submitted in their proposals is protected from disclosure under the New York Freedom of Information Law shall:

a) insert the following notice in the front of its proposal:

“NOTICE

The data on pages ____ of this proposal identified by an asterisk (*) contains technical or financial information constituting trade secrets or information the disclosure of which would result in substantial injury to the proposer’s competitive position.

The proposer requests that such information be used only for the evaluation of the proposal, but understands that any disclosure will be limited to the extent that the County considers proper under the law. If the County enters into an agreement with this proposer, the County shall have the right to use or disclose such information as provided in the agreement, unless otherwise obligated by law.”

and

b) clearly identify the pages of the proposals containing such information by typing in bold face on the top of each page " * **THE PROPOSER BELIEVES THAT THIS INFORMATION IS PROTECTED FROM DISCLOSURE UNDER THE STATE FREEDOM OF INFORMATION LAW.**"

The County assumes no liability for disclosure of information so identified, provided that the County has made a good faith legal determination that the information is not protected from disclosure under applicable law or where disclosure is required to comply with an order or judgment of a court of competent jurisdiction.

The contents of the proposal which is accepted by the County, except portions "Protected from Disclosure", may become part of any agreement resulting from this RFP.

SCHEDULE "A"
PROPOSER CERTIFICATION

The undersigned agrees and understands that this proposal and all attachments, additional information, etc. submitted herewith constitute merely an offer to negotiate with the County of Erie and is NOT A BID. Submission of this proposal, attachments, and additional information shall not obligate or entitle the proposing entity to enter into a service agreement with the County of Erie for the required services. The undersigned agrees and understands that the County of Erie is not obligated to respond to this proposal nor is it legally bound in any manner whatsoever by the submission of same. Further, the undersigned agrees and understands that any and all proposals and negotiations shall not be binding or valid against the County of Erie, its directors, officers, employees or agents unless an agreement is signed by a duly authorized officer of the County of Erie and, if necessary, approved by the Erie County Legislature and Erie County Fiscal Stability Authority and the Office of the County Attorney.

It is understood and agreed that the County of Erie reserves the right to reject consideration of any and all proposals including, but not limited to, proposals which are conditional or incomplete. It is further understood and agreed that the County of Erie reserves all rights specified in the Request for Proposals.

It is represented and warranted by those submitting this proposal that except as disclosed in the proposal, no officer or employee of the County of Erie is directly or indirectly a party to or in any other manner interested in this proposal or any subsequent service agreement that may be entered into.

Proposer Name

By: _____
Name and Title

Appendix 1

Proposal Submission Checklist

Appendix 1	
Applicant's Proposal Submission Checklist	
RFP: Chemical Dependency Prevention Services; RFP # 1325VF	
	Eligible Agency Applicant:
Item:	
Package Submission by noon, August 26, 2013	
Submission Letter or Memo on Agency Letterhead	
ECDMH RFP Submission Package Checklist	
Signed Agency Cover Sheet form	
Signed Certification on agency letterhead that the applicant is familiar with and, the submitted proposals are in compliance with the NYS OASAS Prevention Guidelines.	
One (1) original and five (5) copies of full proposal package, including any required program related forms, program narratives and, budgets, in a sealed package/s.	
Schedule A: Proposer Certification	
If applicable, Erie County certification letter that proposer is a Certified Minority Business Enterprise / Women's Business Enterprise (MBE/WBE)	
If applicable, a letter indicating that company is 51% or more Veteran-owned.	
Signed attestation from Board to participate in, receive QI reports	
Signed attestation to participate in/cooperate w/ ECDMH CD &/or MH services system reform efforts.	
Disclosures of any employees/officers who are currently or were a Erie County employee within 1yr of response to RFP.	

Appendix 2

AGENCY COVER SHEET FORM - APPLICANT INFORMATION

ERIE COUNTY DEPARTMENT OF MENTAL HEALTH**Services for the Prevention of Alcoholism and Substance Abuse****RFP # 1325VF****AGENCY COVER SHEET FORM - APPLICANT INFORMATION****Instructions for completing****(This is to be the top sheet for the entire application package.)**

Organization Name	<i>Please list the official name of your organization.</i>
Mailing Address	<i>Please list the official address of your organization for mailing purposes; include city and ZIP code information.</i>
Primary RFP Contact	<i>Please provide name, telephone number, FAX number, email address and, complete mailing address if different than organization mailing address above, for the primary contact for this proposal. Should you have a change in this information after submitting your application, please be sure to provide the updated information to William.Fremgen@erie.gov</i>
Alternate RFP Contact	<i>Please provide name, telephone number, FAX number, email address and, complete mailing address if different than organization mailing address above, for an alternate contact for this proposal. Should you have a change in this information after submitting your application, please be sure to provide the updated information to William.Fremgen@erie.gov</i>
Leadership	<i>Please list the name of your organization's Executive Director, President or Chief Executive Officer. If your organization has interim leadership, please list "Interim" in parentheses.</i>

Appendix 3

Erie County Department of Mental Health

Scoring Tool

ERIE COUNTY

DEPARTMENT OF MENTAL HEALTH

Scoring Tool

Prevention of Alcoholism and Substance Abuse

REQUEST FOR PROPOSALS (“RFP”)

RFP# 1325VF

Agency Name: _____

Date Reviewed: _____

Reviewer Name: _____

PROPOSAL NARRATIVE

If the following guidance is unclear as to whether requested information should be on a form or within the Narrative, please exercise care in providing the requested information in order to assure that it is properly completed. If the applicant chooses to present the same or expanded information in both a required form and the narrative there would be no scoring penalty for duplicative information, subject to any provided forms being fully completed and, subject to applicable page count limits. It is recommended that responses to each of the items below be presented in the proposal in the same order and clearly labeled within the narrative. This will help to assure that the reviewer/s will be able to readily identify the material responsive to each of these items for scoring purposes. The Department’s actual experience with the applicant’s performance will also be weighed into final scoring and award determinations.

AGENCY LEVEL NARRATIVE

12 NUMBERED PAGES LIMIT

PERFORMANCE EVALUATION AND MANAGEMENT

1a. Performance Evaluation

In this section describe agency-wide performance evaluation policies and practices that apply to most if not all programs being proposed. (Any performance evaluation practices that are unique to a specific program or very limited number of programs should be described later in the narrative section applicable to that program or programs.) This narrative should clearly demonstrate how the applicant fulfills the performance evaluation expectations delineated in Section III.F. and, for the Agency level narrative in Section IV of this RFP. It must also reflect compliance with the evaluation expectations associated with the required performance measures and associated scales (Appendix 5).

1a. Score:

0 = Did not answer or, did not include all required information.

1 = Performance evaluation at best appears disjointed and haphazard.

5 = All required performance evaluation elements were included. Implementation and consistent practice was unconvincing.

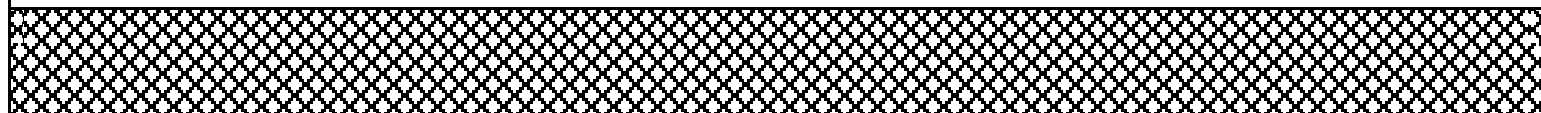
	10 = Describes the particulars of applicant's program of performance evaluation in detail. Describes in detail data collection and analysis methodology. Includes model (pre-post, experimental/comparison, etc.) and statistics utilized (T-test, ANOVA, etc.). Describes how applicant is matching participant pre-/post-results when pre-/post-tests or surveys are utilized. Clearly explains a role for statistical significance in determining and reporting participant/s improvement. One or more examples are provided. Similar to criteria for a score of five plus conveys a sense that performance evaluation is thoroughly managed and integrated within the organization. Clearly demonstrates how the applicant fulfills the performance evaluation expectations delineated in Section III.F. and, for the Agency level narrative in Section IV of this RFP.
1b. Performance Management	Describes how is data used to determine program effect. How is it used to improve programs? How is it used to inform trainings and report against contracted outcomes? Describe your methods for assuring fidelity to programs' model.
1b. Score:	<p>0 = Did not answer or, did not include all required information.</p> <p>1 = A description for the use of data for program, fidelity and, quality management is provided however, at best appears disjointed and haphazard.</p> <p>5 = The use of data for managing program fidelity, program outcomes and, quality improvement within the organization appears detailed, clear and complete.</p> <p>10 = Similar to criteria for a score of five plus, the description includes one or more examples and, conveys a sense that the use of performance data for program fidelity, program outcomes and, quality improvement is thoroughly managed and integrated within the organization. Clearly demonstrates how the applicant fulfills the performance evaluation expectations delineated in Section III.F. and, for the Agency level narrative in Section IV of this RFP.</p> <p>15 = Meets all criteria for a score of 10 plus provides two or more years data trend analysis demonstrating how applicant's Performance Management has resulted in performance improvement for the agency. <i>Two additional pages allowed for data and narrative meeting this 15 point score requirement.</i></p>
1c. Performance Evaluator	Identification of person and position having primary responsibility for performance evaluation, regardless of whether an employee and/or consultant. If an employee should include brief statement of qualifications and, identification of how much of their time is involved in this function as percentage of FTE. Submission of related job description is required, which will not count against page limits for the Agency Level Narrative. If evaluator is an outside consultant, provide a brief description including background and how s/he or they work with the agency. The extent to which their role includes use of data for program and quality management and improvement is also to be detailed here. <i>Caveat: those agencies who demonstrate that current, requested, or approved funds are too low to be able to afford an employee or consultant evaluator will be separately rated by the Department on this item. The Department will work with such applicants to determine how to best achieve the required evaluation and QI capabilities.</i>
1c. Score:	<p>0 = Did not answer or, did not include all required information.</p> <p>1 = Information on the surface appears to be present however, the evaluation function seems just to be an add-on to an employees job without being a primary responsibility; it is spread across several employees without any one individual having primary responsibility; and/or, the responsible individual/s have a background such that it raises serious question as to a sufficiency of related expertise.</p> <p>5 = Person or persons responsible clearly identified and, it is clear that performance evaluation and, quality management and improvement is a core and significant aspect of their responsibilities.</p>

	<p>10 = In addition to that described above for 5 points, if more than one person involved the nature of how they work together is clear, makes sense and, reflects an apparently sensible division of labor. Moreover, the qualifications of those responsible includes strong evaluation and data management related education and experience. Clearly demonstrates how the applicant fulfills the performance evaluation expectations delineated in Section III.F. and, for the Agency level narrative in Section IV of this RFP. Moreover, the response specifically demonstrates that the evaluator has had success in contributing to performance improvement.</p> <p><i>If 1c. Caveat applies here in that the score on this item may be adjusted by the Department upon consultation and determination as to how an applicant agency with extremely limited resources might be assisted to have requisite performance evaluation and management expertise sufficiently available. For this to occur the applicant must have made clear reference to this in the 1c. narrative.</i></p>
<p>Total Score for Performance Evaluation and Management = x 3.0 weighting =</p>	
<p>Comments:</p>	
<p>POPULATIONS TO BE SERVED</p>	
<p>2. Target Population</p>	<p>This section of the Agency Level Narrative describes all the populations to be served by one or more of the applicant's proposed programs. It is to include a unique name or identifier and associated data or information demonstrating that it is a high priority population as defined within the RFP. The purpose of including this information in the Agency Level Narrative is to have all the related information in one place. An advantage of this is that the information about the population/s will not have to be repeated multiple times for any population that is to be served by more than one proposed program. Instead, each program proposal will just list by the name or identifier the population/s it intends to address, along with any other population information unique to that program that may be requested. The information presented in this narrative should include needs assessment data and information for each population that will be served. Which specific populations in need will be targeted with the programs in your proposal (school districts, zip codes, etc.)? Quantitative and qualitative data sources (cite sources) should be used to describe each stated population. There should be a focus on risk and protective factors, as well as use rates, etc. to justify these populations as targets. For each population listed, describe the population including age groups, grades, etc. Where possible, data should be used (cite sources) to describe each specific target population and the specific needs of these groups. RFP Section III.D. discusses Priority Target Populations.</p>
<p>2. Score:</p>	<p>0 = limited, vague and/or little or no data. Does not consistently demonstrate to be priority populations 1 = The description does not provide a sense that the applicant fully understands the connection between risk indicators or other data demonstrating that the chosen population is considered as a high priority according to the specifications within the RFP. If any data it is minimal or vague and lacking any demonstration of the population being high risk or high priority.</p>

	<p>5 = The description provides reasonable sense that the applicant understands and sees the connection between the data and information provided and demonstrating the population is high risk, high priority. Most if not all populations listed are associated with data or information demonstrating high risk, high priority according to the specifications of the RFP.</p> <p>10 = In addition to the positive characteristics referenced for a score of “5,” the data and information presented for each population conveys a sense that the applicant has completed a thorough needs assessment as the basis for selecting the populations listed. The fit with the specifications within RFP Section III.D. is clear and unambiguous. Has provided an example of successful achievement of valued outcomes with the populations applicant has already served.</p>
--	---

Total Score for Populations to be served =	x 2.0 weighting =
---	--------------------------

Comments:



--

<p>Program Level Proposal Narrative: Complete one separate narrative for each distinct program or group of like programs being proposed as a single cost center for the purposes of the RFP. <u>Each program narrative should not exceed 6 numbered pages, excluding budget and budget narrative.</u></p>
--

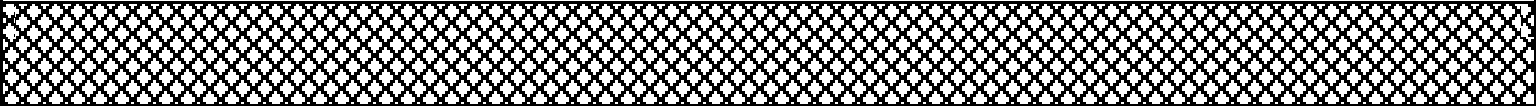
<p>1. Program Name and, whether it is Universal, Selected or Indicated or, if an Environmental Strategy. (0 points for missing or incomplete; 1 point for complete information)</p>	
<p>2. Program Target Population/s</p>	<p>From the target populations presented in the Agency Level narrative section, list the population/s to be served by this program. Indicate the number of projected participants to be served for each Target Population. Also to be identified for the Target Population/s is any unique characteristics that are germane to the program being proposed that were not specifically identified in the Agency Narrative section.</p>
<p>2. Score</p>	<p>0 = No or incomplete response.</p> <p>5 = Target Population/s descriptor/s with unique number to be served associated with each. If additional information presented it should be consistent with information presented in the Agency Narrative section.</p>

	10 = In addition to satisfying criteria for a score of "5" proposal demonstrates successful experience working with the population.
3. Programs and Services	<p>For this program/s or service being proposed the following are to be provided:</p> <p>a. General description of the program and how implemented. If an Environmental Strategy it should be clearly identified as such. Whether an Universal, a Selected or, an Indicated program should be clearly identified. Include the Setting (location/s) and Duration (sessions, session length, etc.) as applicable.</p> <p>b. Target groups for which the program was originally designed, as applicable.</p> <p>c. <u>If not an Environmental Strategy</u>, indicate if approved as an evidence-based practice by the OASAS Prevention REPS. If an evidence-based practice listed on SAMHSA's NREPP, identify it as such and provide the NREPP Quality of Research scores. If a NYS Promising Practice, identify accordingly. For Research Informed programs, reference the evidenced-based practice or research literature on which these are based. Summarize any agency initiated modifications with a brief explanation or justification for these and, indicate if and how the program's author was consulted and cooperative in making these modifications.</p> <p>d. <u>If an Environmental Strategy</u> and complies with the OASAS Prevention Guidelines briefly explain the fit with the requirements of the Guidelines. If not in compliance with the Guidelines explain how this strategy was chosen and/or developed.</p> <p>e. Indicate the past two years' evaluation results for the program. Use actual data. If the program has not been used by your organization in the past, please cite other studies that provide evidence for the program. <u>IF</u> an Environmental Strategy and <u>IF</u> no performance data is available please provide clear information as to the basis for expecting it to be effective.</p>
3a Score	<p>0 = No response or so vague that the requirements for this item are nearly indiscernable.</p> <p>1 = Description is provided and the information provided is clear however, it seems incomplete. It does not provide a clear sense of being a good fit for the population or setting or, if applicable, whether being provided as part of a coordinated plan involving the key stakeholders for the setting/s.</p> <p>5 = Description seems clear and complete. Setting and Duration information is provided and is clear. It conveys a solid sense of being a good fit for the population and setting.</p> <p>10= In addition to the positive characteristics for a score of "5," implementation is clear, provides specific timelines for implementation and, conveys a sense that it is highly likely that implementation, including against timelines, will be successful. It is clear in demonstrating full compliance with the applicable sub-sections in Section III.C. of this RFP.</p>
3b Score	<p>0= No or vague response.</p> <p>1= A listing of population is provided but it is not clear if population is that with which the evidence-based or, research-informed practice was originally developed.</p> <p>5 = The population information is clear it is that with which the evidence-based or, research-informed practice was originally developed.</p> <p>10 = In addition to the positive characteristics for a score of "5," there is a clear information that connects the research population to the population applicant is proposing to serve with this program. Moreover, the information conveys a sense that the program choice for the intended population is a good match. It is clear in demonstrating full compliance with the applicable sub-sections in Section III.C. of this RFP.</p>
3c Score (Not applicable to	<p>0= No response or so limited to seem to be of little value.</p> <p>1= Information is presented however, it is incomplete or sketchy and conveys a sense of uncertainty.</p>

an Environmental Strategy. Use scoring for 3d instead.)	<p>5 = Program is clearly identified as a NYS Promising Practice, a SAMHSA NREPP program with the Quality of Research Scores or, as a Research Informed Practice (RIP).</p> <p>10 = The program is clearly identified as an OASAS (OASAS Prevention REPS) approved Evidence-Based Practice or, if the program description earns it a score of "5" it additionally includes the following: for Research Informed Programs, it references the evidenced-based practice or research literature on which these are based. Any agency initiated modifications are clearly summarized with a brief explanation or justification for these and, indicates that program's author was consulted and how cooperative in making these modifications. It is clear in demonstrating full compliance with the applicable sub-sections in Section III.C. of this RFP.</p>
3d Score (Applicable only to Environmental Strategies. Used instead of 3c scoring.)	<p>0 = No response or so limited to seem to be of little value.</p> <p>1= Information is presented however, it is incomplete or sketchy and conveys a sense of uncertainty.</p> <p>5 = Program is clearly identified as an Environmental Strategy and whether or not it is in compliance with the OASAS Prevention Guidelines. There is some explanation of how it fits with the requirements of the Guidelines or, if not in compliance, provides some explanation of how chosen or developed.</p> <p>10 = In addition to the positive characteristics for a score of "5," there is a clear explanation of the fit with the requirements of the Guidelines and how to be utilized to achieve its intended purpose/s. If not in compliance with the Guidelines it fully explains how this strategy was chosen and/or developed. There is clear information on how to be implemented and, how to be utilized to achieve its intended purpose/s. It conveys a sense that it is likely to be a good fit and, likely to be successful. It is clear in demonstrating full compliance with the applicable sub-sections in Section III.C. of this RFP.</p>
3e Score	<p>0 = Little or no response.</p> <p>1 = Data is provided but is difficult to understand or does not clearly demonstrate likely success of proposed program.</p> <p>5 = Presented data appears complete and is presented in a manner that makes it easily understood. It clearly demonstrates likely effectiveness of the proposed program.</p> <p>10 = In addition to the positive characteristics for a score of "5," the data is convincing that it is accurate, valid and, reliable. It conveys a strong impression that the program is a good fit for the intended population and, is likely to be effective. It appears to be a good fit for the expectations delineated within the RFP, especially Sections III.F. and III.G.</p>
4. Performance Measures	<p>Applicants are expected to select Performance Measures for this program as prescribed in Section III.E. of this RFP. The instructions and menu of Performance Measures are in Appendix 5 of the RFP. Please note that in Appendix 5 the Performance Measures are only those items preceded by a Roman Numeral. For example, Roman Numeral II is Family Attachment. If you were to provide a service that is known to improve Family Attachment and it was a need or focal area for the program's participants, you would present "The group mean for Family Attachment will increase by x% from pre- to post-test" and, "x% of individuals will report greater family attachment from pre- to post-test" as two of the performance measures. For most measures there will likely also be measures statements given related to the number to be served. It is expected that if possible more than one (1) Performance Measure (item designated by a Roman Numeral) will be selected for the proposed program.</p> <p>Applicants should quantify their best estimate of Performance Measures achievement and total population levels for all required Performance Measures without "low-balling." While aiming too high is also undesirable, these are competitive proposals and low-balling could place an applicant at a disadvantage, all other things being comparable.</p>

4. Score	<p>0 = Did not answer or, identified performance measures were not selected from the menu of allowable measures in Appendix 5.</p> <p>1 = Only Performance Measures from Appendix 5 were presented but target levels seemed they were “low-balled” or, did not connect well with the program information presented in the response to the Target Population or to Items 3a through 3e.</p> <p>5 = Only Performance Measures from Appendix 5 were presented; target levels appeared to be reasonable and appropriate. The measures statements presented match those required in Appendix 5. Selected performance measures seemed to be the right fit for the Target Population.</p> <p>10 = In addition to the positive characteristics for a score of "5," conveys a sense that achievement of specified performance is highly likely based on data or information presented in response to item 3e. Moreover, as applicable, the selected measures match the expected impact associated with an Evidence-Based or, Research-Informed practice.</p> <p>15 = In addition to the positive characteristics for a score of "10," provides evidence of previous success against those selected measures to which this applies.</p>
5. Data Collection and Program Evaluation	Data Collection and Program Evaluation methods or procedures that are the same as that which were presented in the Agency Narrative, Performance Evaluation and Management, Items 1a through 1c should be <u>briefly</u> identified or referenced. If there are any methods or procedures that are unique to this program, these should be identified as such and described in sufficient detail to be clear and distinct.
5. Score	<p>0 = Did not answer or response seemed vague or incomplete.</p> <p>5 = Information presented is consistent with that requested for this item. It is clear, understandable and, appears to be the right fit for this program.</p> <p>Bonus: 10 = Meets all criteria for a score of 5 plus provides two or more years data trend analysis demonstrating how applicant's Performance Management has resulted in performance improvement for the agency. <i>Two additional pages allowed for data and narrative meeting this 10 point score requirement.</i></p>
6. Collaboration	If this program involves a collaboration with another prevention provider, the collaboration should be clearly described, including the benefits of the collaboration. Division of responsibilities should be specific and clear.
6. Score	<p>0 = Did not answer or response seemed vague or incomplete.</p> <p>5 = Description of collaboration is clear including the benefits of the collaboration and, division of responsibilities.</p>
7. Program Budget and Budget Narrative	<p>A single cost center program budget and budget narrative should be provided for this proposed program. OASAS rules for Agency Administration apply. Appendix 6 is an Excel set of worksheets to be utilized for the Budget. It will be comprised of two (2) or three (3) budgets on the form, as applicable.</p> <p>a) If the proposed program is currently receiving OASAS funds through a contract with the Department please provide a budget for that currently existing program for the period of January 1, 2013, through October 15, 2013.</p> <p>b) Budget for the proposed program for the period October 16, 2013, through December 31, 2013.</p> <p>c) Twelve month budget for the proposed program for the period January 1, 2014, through December 31, 2014.</p>

	A budget narrative should be provided. Minimally, the narrative should list and justify the staffing for this program and, any exceptional or unusual items. The budget narrative should not exceed 2 pages.
7. Score	<p>0 = Budget and/or Budget Narrative missing or incomplete</p> <p>1 = Complete, but reflects inconsistencies with program's narrative, especially in regard to staffing.</p> <p>5 = Complete, clear and appears realistic with minor or immaterial inconsistencies.</p> <p>10 = In addition to reference for a "5", it is without any notable inconsistencies. Appears viable. Funding utilization is clear in its detail of support for the program and the achievement of desired outcomes.</p>
Total Score for Program Level Proposal: =	
Comments:	
Agency Total Budget and Agency Budget Narrative	<p>The Excel budget document found as Appendix 6 contains program budget tabs for up to 10 programs plus a tab for Agency Totals. The Agency Totals budget on that tab has 10 program budget columns for entry of the 1/1/14 – 12/31/14 budget for each proposed program. The name of each proposed program should be entered where indicated at the top of each budget column utilized. A number of fields in the Program columns auto-calculate as well as all the values in the Agency Totals budget column.</p> <p>Provide a budget narrative including for the Agency Administration budget. Include your determination of the OASAS EBP percentage, your total percentage of Research Informed Practices (RIP) of your proposal and, total percentage of all environmental strategies, showing how you calculated. These should be based on the total number of direct service FTE's to these programs. The budget narrative itself should not exceed 2 pages.</p> <p>Include at the end of your Agency Budget Narrative your transition plan/s for any programs that are being discontinued, downsized or, expanded. The transition plan should clearly specify the timeline for its implementation. The Transition Plans portion of the narrative should not exceed 2 pages.</p>
Score	<p>0 = Budget and/or Budget Narrative missing or incomplete</p> <p>1 = Complete, but reflects inconsistencies with program narratives, especially in regard to staffing or, display and calculation of EBP, RIP and environmental strategies percentages is unclear or incomplete. If a transition plan is included it seems vague or incomplete.</p> <p>5 = Complete, clear and appears realistic with only minor or immaterial inconsistencies or, may have slightly less clarity than preferred. It makes clear that the total agency set of proposals satisfies the EBP, RIP and Environmental Strategies minimum percentages requirements of 50%, 20% and do not exceed approximately half (50%) of programs and services proposed, respectively.</p>

	10 = In addition to reference for a “5”, it is without any notable inconsistencies. Presents a high level of clarity in all respects. Total Agency Budget appears viable and realistic. It appears highly likely that agency can achieve what it proposes with no additional clarification necessary.
Total Score for Agency Level Budget and Budget Narrative, including any Transition plans: = x 2.0 weighting =	
Comments:	
	

Reviewer Name:

Reviewer Signature:

Date:

Appendix 4
Erie County Department of Mental Health

CD Prevention Services
Geographic Gaps and Barriers Analysis

Erie County Prevention Gaps and Barriers Analysis [2013]

	<u>Page #</u>
Gaps and Barriers Analysis Overview and Results	41
Descriptive Maps of Prevention Program Locations:	
All Programs and Types	42
Environmental Programs	43
School-based Programs [with Municipal Boundaries]	44
School-based Programs [with School District Boundaries]	45
Recurring Programs [with Municipal Boundaries]	46
Recurring Programs [with School District Boundaries]	47
Maps of Highest Risk Locations with Prevention Programs:	
Erie County Excluding the City of Buffalo [with Municipal Boundaries]	48
Erie County Excluding the City of Buffalo [with School District Boundaries]	49
City of Buffalo Only	50

Gaps and Barriers Analysis Overview

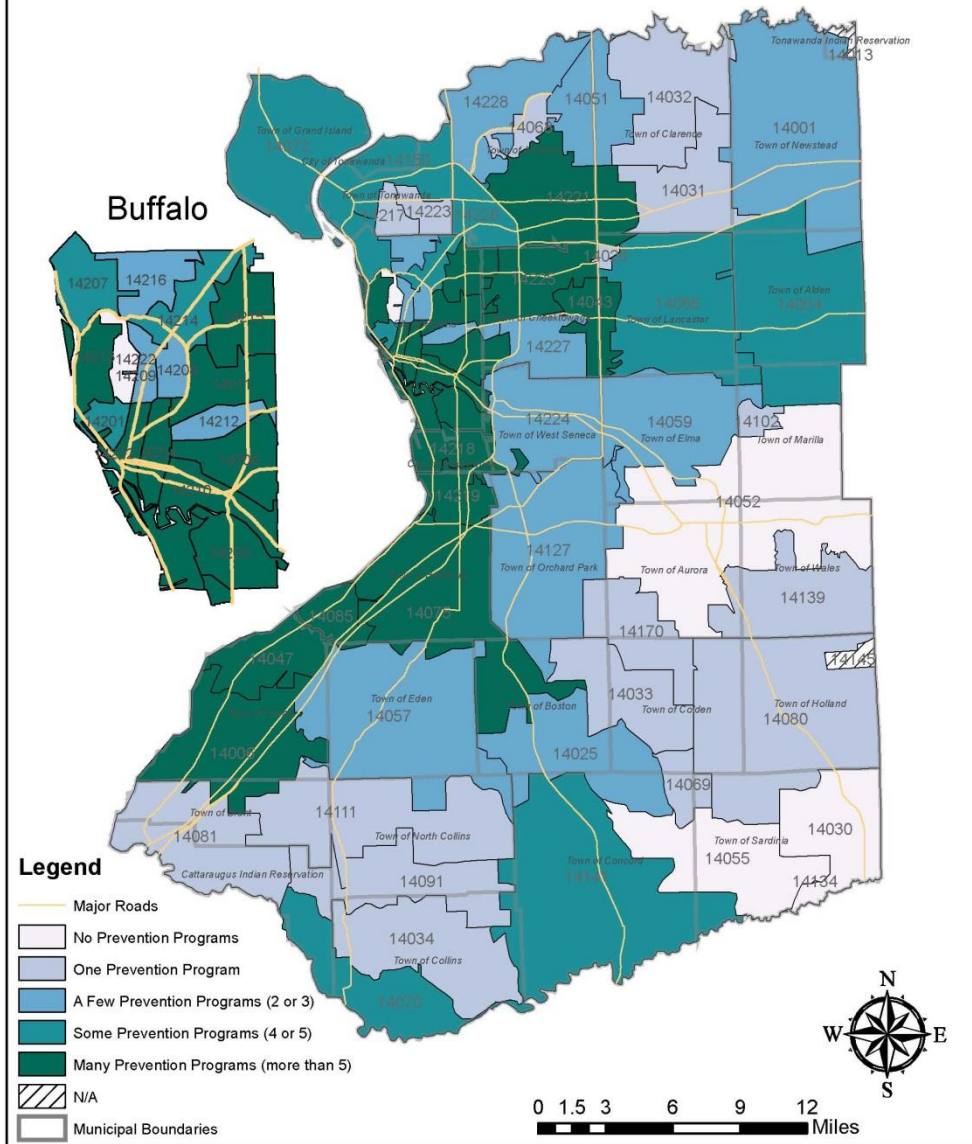
The Gaps and Barriers Analysis for Prevention Services in Erie County compares the provision of prevention services within each zip code area to selected risk indicators. Gaps are identified where there is a mismatch between the prevention services and risk level (e.g. no/low prevention provision & high risk). First, the distribution of prevention services was evaluated by compiling information about prevention programs and their locations through the Erie County Prevention Services Information Center, an online repository for this information. Providers detailed information and the specific locations of the programs offered, in particular, identifying the approximate target population, type of program and zip code location(s) for each program. These data were then tallied by zip code, with individual programs being counted once per zip code of service provision in order to avoid over counting. For example, a school-based program might be offered in three elementary schools in zip code 14006 in the Lakeshore Central School District, but this zip code received only one tally for these programs in order to avoid redundancy. While some programs do not have an explicit locational component or are home-based, most prevention services are offered at specific location and can thus be tabulated for this analysis.

Maps were developed from these data to evaluate the spatial distribution of programs in Erie County and then to examine existing gaps in service provision. The maps of prevention programs are broken down into five categories that correspond to none, one, a few (2 or 3), some (4 or 5) and many (more than 5). The gaps and barriers analysis for prevention programs compares the highest level of aggregated risk for ZIP codes in Erie County with the number of recurring prevention programs. Risk Indicators Database (RIDB) measures were summed and then re-quartiled for this aggregated risk measure; the locations with the highest level of risk are those with aggregated measures that fall in the fourth quartiles of either ZIP codes in Erie County Excluding City of Buffalo and ZIP codes in the City of Buffalo Only.

Gaps and Barriers Analysis Results

- Descriptive Maps of Prevention Program Locations
 - Most ZIP codes in Erie County have some form of location-specific prevention activity, with notable exceptions in the more rural eastern and southeastern portions of the county and ZIP code 14222 in the City of Buffalo
 - Location-specific environmental programs cover much of the county outside of the City of Buffalo but are focused on the east and west sides of Buffalo therein
 - School-based programs are concentrated in the City of Buffalo and in Hamburg and Evans outside of the city; notable lack of programs in the northeast, southern and southeast parts of the county
 - Recurring programs exhibit a similar pattern to School-based programs
- Maps of Highest Risk Locations with Prevention Programs
 - Erie County Excluding City of Buffalo
 - Exhibit good coverage of recurring prevention programs in ZIP codes with highest aggregated risk except for 14227 in Cheektowaga, though neighboring locations (14225, 14043) have numerous recurring prevention programs
 - City of Buffalo Only
 - Locations of highest aggregated risk have some level of recurring prevention program coverage
 - Disproportionate prevention program coverage (2 programs vs. 10 programs) between areas of highest risk
 - Some locations in lower aggregated risk levels receiving high levels of recurring prevention program service

Erie County Prevention Programs: All Programs and Types



Erie County Prevention Programs: Environmental Programs

Legend

- Major Roads
- No Prevention Programs
- One Prevention Program
- A Few Prevention Programs (2 or 3)
- Some Prevention Programs (4 or 5)
- Many Prevention Programs (more than 5)
- N/A
- Municipal Boundaries

0 1.5 3 6 9 12 Miles

Compass rose showing North (N), South (S), East (E), and West (W).

Erie County Prevention Programs: School-based Programs [with Municipal Boundaries]

Buffalo

Legend

- Major Roads
- No Prevention Programs
- One Prevention Program
- A Few Prevention Programs (2 or 3)
- Some Prevention Programs (4 or 5)
- Many Prevention Programs (more than 5)
- N/A
- Municipal Boundaries

0 1.5 3 6 9 12 Miles

N
W E
S

Erie County Prevention Programs: School-based Programs [with School District Boundaries]

Buffalo

Legend

- Major Roads
- No Prevention Programs
- One Prevention Program
- A Few Prevention Programs (2 or 3)
- Some Prevention Programs (4 or 5)
- Many Prevention Programs (more than 5)
- N/A
- School District Boundaries

0 1.5 3 6 9 12 Miles

N
W E
S

Erie County Prevention Programs: Recurring Programs [with Municipal Boundaries]

This map displays the distribution of recurring prevention programs across the municipalities of Erie County, New York. The map uses a color-coded legend to indicate the number of programs offered in each area:

- No Prevention Programs (White)
- One Prevention Program (Light Blue)
- A Few Prevention Programs (2 or 3) (Medium Blue)
- Some Prevention Programs (4 or 5) (Dark Blue)
- Many Prevention Programs (more than 5) (Purple)

The map also shows major roads as yellow lines and municipal boundaries as black outlines. A scale bar at the bottom indicates distances from 0 to 12 miles. A north arrow is located in the bottom right corner.

Legend

- Major Roads
- No Prevention Programs
- One Prevention Program
- A Few Prevention Programs (2 or 3)
- Some Prevention Programs (4 or 5)
- Many Prevention Programs (more than 5)
- N/A
- Municipal Boundaries

Scale: 0 1.5 3 6 9 12 Miles

North Arrow: N, S, E, W

Erie County Prevention Programs: Recurring Programs [with School District Boundaries]

Buffalo

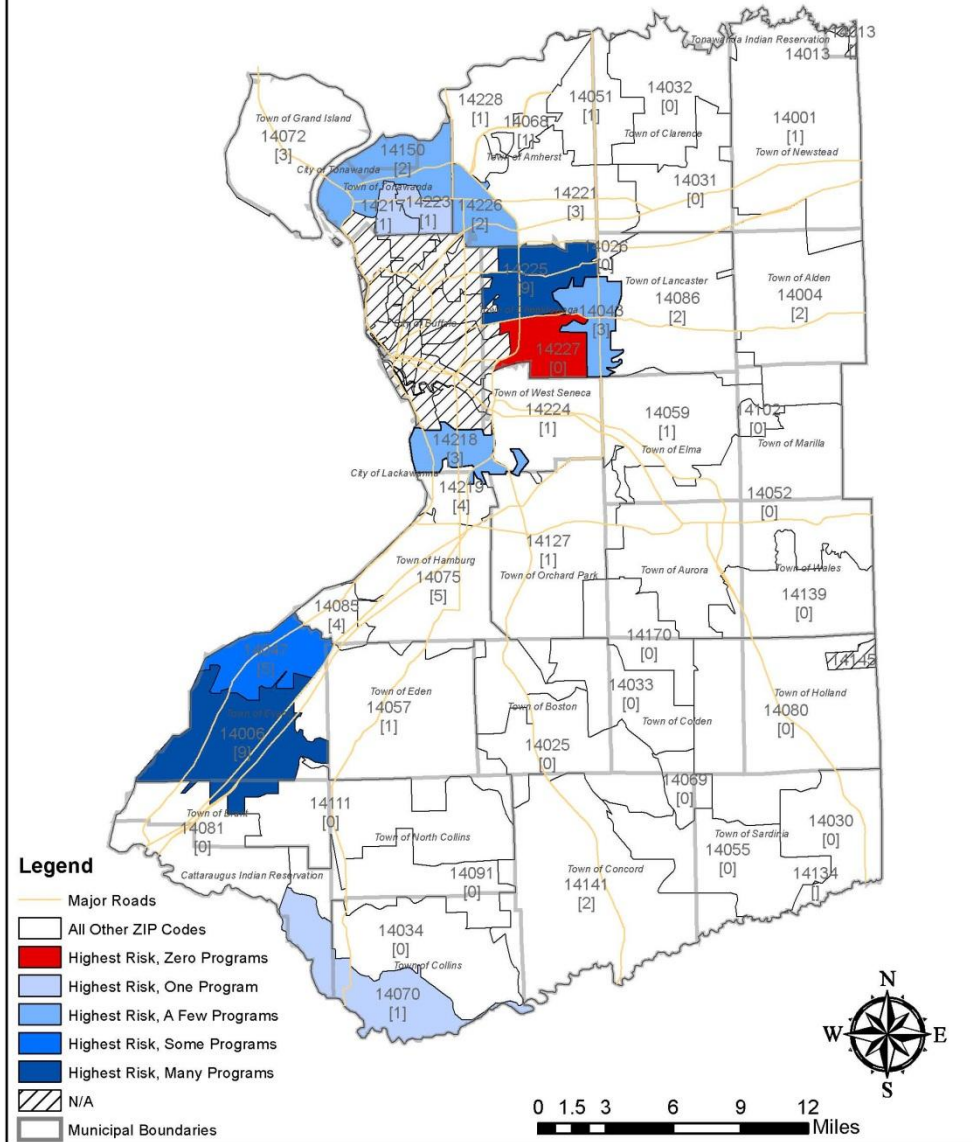
Legend

- Major Roads
- No Prevention Programs
- One Prevention Program
- A Few Prevention Programs (2 or 3)
- Some Prevention Programs (4 or 5)
- Many Prevention Programs (more than 5)
- N/A
- School District Boundaries

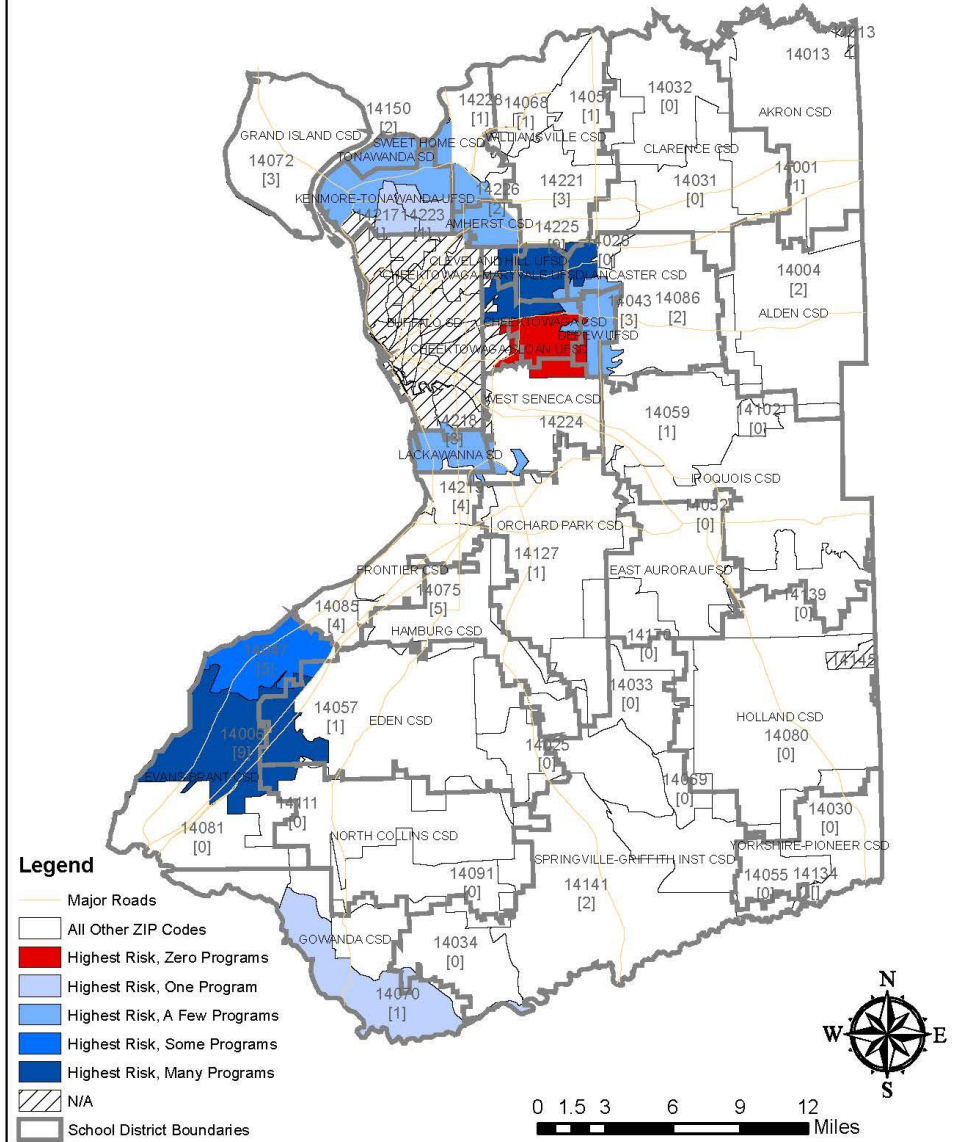
0 1.5 3 6 9 12 Miles

N
W E
S

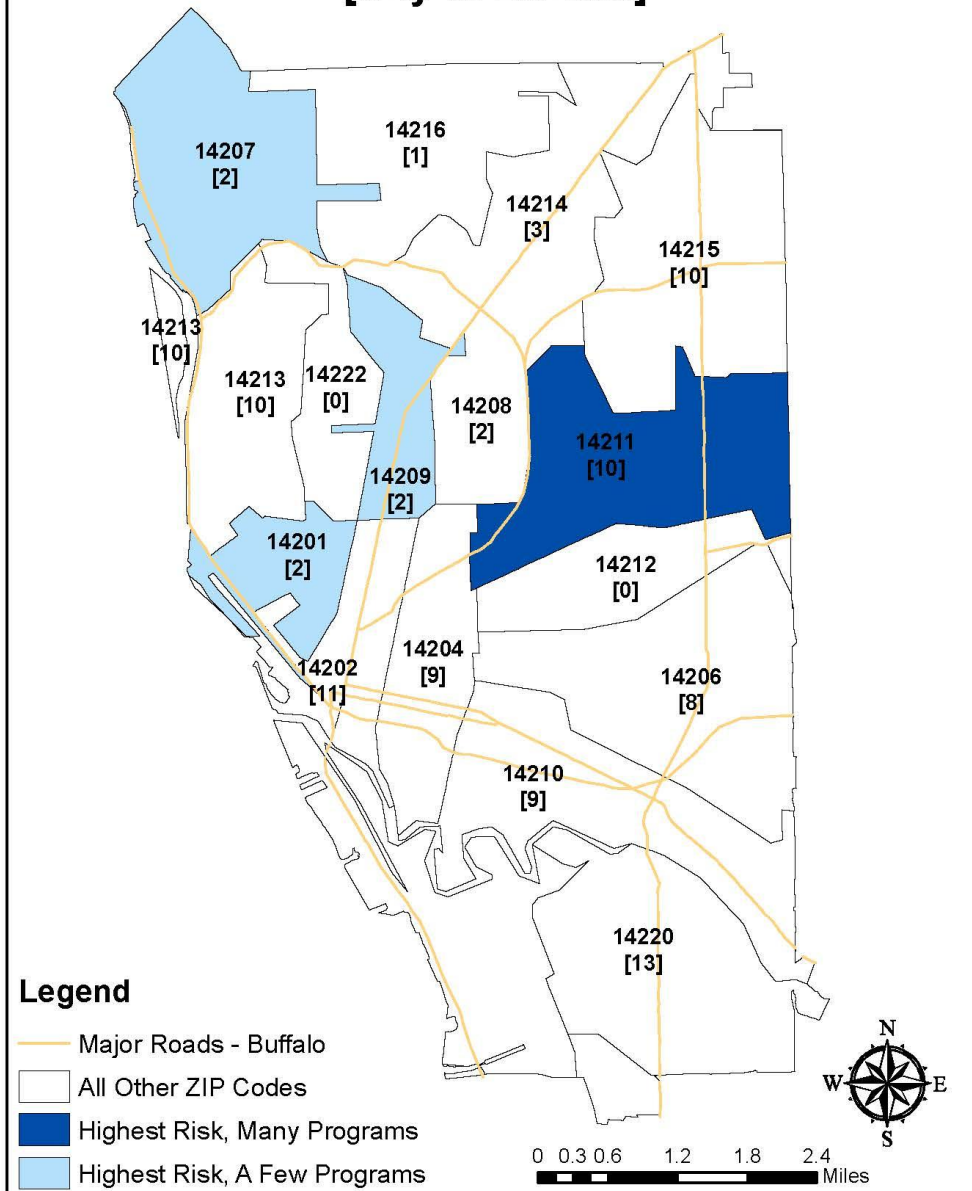
ZIP Codes with Highest Level of Aggregated Risk by Number of Recurring Programs [Erie County Excluding City of Buffalo, with Municipal Boundaries]



ZIP Codes with Highest Level of Aggregated Risk by Number of Recurring Programs [Erie County Excluding City of Buffalo, with School District Boundaries]



ZIP Codes with Highest Level of Aggregate Risk by Number of Recurring Programs [City of Buffalo]



Appendix 5
Erie County Department of Mental Health

Menu of Contract Outcomes and, their Indicators
For Contracted Programs for the Promotion of
Mental, Emotional and Behavioral Health and,
The Prevention of Chemical Abuse and Dependency

This document is posted at:

<http://www2.erie.gov/purchasing/index.php?q=requests-proposals-amp-construction-bids>

Appendix 6

Erie County Department of Mental Health

Budget forms

This document is posted at:

<http://www2.erie.gov/purchasing/index.php?q=requests-proposals-amp-construction-bids>